

12 JUNE 2003



Space, Missile, Command, and Control

**AIRFIELD OPERATIONS OFFICER
TRAINING PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AFFSA/XAR (Maj Wheeler)

Certified by: HQ USAF/XOO
(Maj Gen Mentemeyer)

Supersedes AFI 36-2210, 1 November 1999

Pages: 20
Distribution: F

This instruction implements AFD 13-2, Air Traffic Control, Airspace, Airfield and Range Management. It establishes the US Air Force Airfield Operations Officer Training Program (OTP) as described in the online catalog, *Education and Training Course Announcements (ETCA)*. It covers program guidance, procedures and content. It applies to all units tasked with upgrading airfield operations officers including Air National Guard and US Air Force Reserve. The OTP is a formal US Air Force school designed to train officers in the Air Force Specialty Code (AFSC) 13M and consists of operational and management training. The Privacy Act of 1974 applies to this instruction. Maintain and dispose of all records created as a result of processes prescribed herein IAW AFMAN 37-139, *Records Disposition Schedule*.

SUMMARY OF REVISIONS

Significant changes include: Modified **Chapter 3** to reflect decision of May 2001 Utilization and Training Workshop to consolidate management training at Keesler AFB, develop follow-on management training at the OTP locations, and to require officer trainees to obtain positions certifications during OTP for award of AFSC 13M3. Deleted Table 3.1. Expanded officer withdrawal procedures, paragraph **3.5**. Modified **Attachment 2** to reflect follow-on management training subjects. Deleted attachment 3.

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Chapter 1

FUNCTIONAL RESPONSIBILITIES

1.1. Functional Management (AFFSA/XAR):

- 1.1.1. Serve as Air Force program manager for the Officer Training Program (OTP).
- 1.1.2. Provide overall guidance and training objectives for OTP.
- 1.1.3. Determine training requirements and develop training objectives.
- 1.1.4. Evaluate the effectiveness of the training program. Monitor each graduate by name and follow-on assignment and send an evaluation letter and survey to graduates and their supervisors 6 months after graduation. Inform graduates and supervisors to send all responses directly to AFFSA/XAR with an information copy to their MAJCOM OPR for airfield operations.
- 1.1.5. Send copies of graduate and supervisor evaluations to the appropriate Airfield Operations Services at MAJCOMs with OTP locations for review.

NOTES:

HQ AETC/DOYF is responsible for OTP at Altus and Tyndall AFBs.

HQ AFSOC/DOOF is responsible for OTP at Moody AFB.

- 1.1.6. Conduct program reviews with MAJCOMs with OTP locations, MAJCOM OPRs for airfield operations and each OTP site's Chief, Officer Training Program.
- 1.1.7. Conduct periodic visits at the OTP sites. Visits may be accomplished in conjunction with MAJCOMs with OTP locations.
- 1.1.8. Host workshops to discuss OTP current issues, review management lesson plans and tests, and ensure program standardization.

1.2. MAJCOMs with OTP locations:

- 1.2.1. Forward any supplements to this instruction to HQ AFFSA/XAR for review and approval prior to implementation.
- 1.2.2. Conduct OTP at applicable bases.
- 1.2.3. Monitor program structure and content and submit recommended changes to AFFSA/XAR.
- 1.2.4. Conduct staff assistance visits to each training location to assess training workload, training documents, management and operational training methods, and compliance with operational/management training instructions.
- 1.2.5. Review graduate and supervisor evaluations and forward copies (without identifying the student or supervisor) to OTP locations.

1.3. MAJCOM OPRs for Airfield Operations. Review supervisor and graduate evaluations.

1.4. HQ AFPC/DPA002. Select officers for their post-OTP assignment IAW HQ AFPC/DPAA02 36-2210 Operating Instruction.

1.5. Chief, Officer Training Program (COTP). The COTP is functionally and organizationally under the Airfield Operations Flight Commander. At locations where the COTP outranks the AOF/CC, the COTP will be rated by the OSS/CC.

1.5.1. Operate and manage the OTP. Administer training for all student officers. Ensure the training requirements of this instruction, AFI 13-204, *Airfield Operations Flight Management*, AFI 13-213, *Airfield Management*, and AFI 13-203, *Air Traffic Control*, are met.

1.5.2. Recommend modifications in the program structure or content to your MAJCOM OPR for Airfield Operations.

1.5.3. Provide feedback to the Keesler Technical Training Center via the Graduate Assessment Survey or Field Evaluation Questionnaire. Use the AFSC 13M1 Course Training Standard as a basis for evaluations.

1.5.4. Coordinate changes in projected graduation dates with HQ AFPC/DPAOO2.

1.5.5. For students qualifying for upgrade to AFSC 13M3, notify the gaining unit to take appropriate upgrade action through the PC-III/MILPDS system.

1.5.6. Prepare the monthly OTP Personnel Report (RCS: HAF-FSA(M)9451) for your MAJCOM OPR for Airfield Operations with courtesy copies to AFFSA/XAR and AFPC/DPAOO2. This report is designated emergency status code D. Discontinue reporting data requirements during emergency conditions. Reports should include as a minimum:

1.5.6.1. Student training status.

1.5.6.2. Training extensions.

1.5.6.3. Distinguished Graduates.

1.5.6.4. Projected class graduation dates.

1.5.6.5. Students experiencing difficulty in training.

1.6. Airfield Operations Flight Commander (AOF/CC):

1.6.1. Integrate officer training into the flight's training program.

1.6.2. Coordinate with the COTP to ensure officer trainees are assigned to crews on all shifts where training (simulator, live traffic or knowledge-based) can be accomplished.

1.6.3. OTP should have its own cost center for tracking purposes. Coordinate with the COTP for annual budgetary considerations needed to support the program.

Chapter 2

QUALIFICATIONS

2.1. COTP Qualifications:

- 2.1.1. Possess AFSC 13M3, minimum grade of Captain and 5 years AOF experience (beginning after completion of OTP) including a minimum 3 years of experience at a Radar Approach Control (RAP-CON) location.
- 2.1.2. Complete Academic Instructor School (AIS) prior to or within 6 months after assuming COTP duties.
- 2.1.3. Complete the Chief, Airfield Management (CAM) Course either prior to or within 6 months after assuming COTP duties.
- 2.1.4. Comply with AOF/CC certification and proficiency requirements in AFI 13-204.
- 2.1.5. The COTPs will be coded as non-deployable and cannot be utilized to support contingency or steady-state rotations without prior coordination of your MAJCOM OPR for Airfield Operations and AFFSA/XA.

2.2. Recommended Training Items for COTPs:

- 2.2.1. Airspace Management Course.
- 2.2.2. Terminal Instrument Procedures (TERPS) Course.
- 2.2.3. Joint Aerospace Command and Control Course (JAC2C)

Chapter 3

COURSE AND UPGRADE REQUIREMENTS

3.1. General Course Information:

3.1.1. Completion of OTP is mandatory.

3.1.2. All officers attend the basic skills course at Keesler AFB, MS for airfield operations management training and initial ATC skills training. However, based on previous enlisted ATC experience and certifications, prior enlisted officers with ATC experience may be proficiency advanced through the Control Tower and/or Radar Approach Control blocks of instruction, but must still complete the management portion of the course. Classes graduating from the basic course at Keesler AFB report as a class to OTP.

3.1.3. The most common OTP program is 40 weeks long, consisting of follow-on training projects described in paragraph 3.2. of this instruction, and operational training described in paragraph 3.3. of this instruction. These officers will also receive 2 weeks of airfield management/base operations operational training during the program. ATC facility position certifications are awarded after completion of operational training. Officers graduate from this course with AFSC 13M3.

3.1.4. Prior enlisted AOF officers possessing at least 3 years of enlisted USAF ATC experience that included the award of Special Experience Identifier (SEI) 056 (control tower) and 364 (RAPCON) attend for the follow-on training projects only. Prior enlisted officers with only one facility SEI will attend for the follow on management training and to complete the other facility certifications. AFPC/DPAOO2 will approve or disapprove attendance in temporary duty status for these prior-enlisted controllers following a review of the individual's previous ATC experience. Officers graduate from this course with AFSC 13M3.

3.1.5. Air National Guard (ANG) officers assigned as an ATC Squadron Commander also attend the program for the follow-on training projects. ANG/C4A will coordinate with the home unit and the appropriate COTP on a case-by-case basis to determine the most expeditious upgrade timeline for each ATCS/CC. All other ANG ATC officers will follow the upgrade process detailed in this instruction.

3.2. Follow-On Training Projects.

3.2.1. Conduct training in a classroom environment, using lecture format and out-of-class assignments. Using the descriptions in [Attachment 2](#), the COTP should develop exercises, role-playing scenarios or projects as a means for the students to apply their knowledge of the subject areas. Use subject area expertise (guest speakers) when possible. Emphasize day-to-day management situations faced by AOF officers. Help students develop sound management philosophies by analyzing actual management practices.

3.2.2. Flight Operations Orientation. During training, the COTP will monitor upcoming meetings, boards or other events that the student will likely be involved in at an operational unit. Many of these events are "targets of opportunity," but excellent training opportunities. Include:

3.2.2.1. Airfield Operations Board.

3.2.2.2. Air Traffic Control and Landing Systems (ATCALS) Review Board.

- 3.2.2.3. Instrument Refresher Course.
- 3.2.2.4. Midair Collision Avoidance Visits.
- 3.2.2.5. Bird/Wildlife Aircraft Strike Hazard Working Group.
- 3.2.2.6. Flying Safety Meeting.
- 3.2.2.7. Supervisor of Flying Meeting.
- 3.2.2.8. OSS Squadron Staff Meeting.
- 3.2.2.9. Pre-Construction Meeting (on an airfield project).
- 3.2.2.10. Pilot/Airfield Operations Liaison Program Meeting.
- 3.2.2.11. Training Review Board.
- 3.2.2.12. Wing Foreign Object Damage (FOD) Meeting.
- 3.2.2.13. Joint Airfield Inspections.
- 3.2.2.14. Air Show planning meetings.
- 3.2.2.15. Facilities Utilization Boards.

3.2.3. Supplemental TDYs. During this training course, several opportunities to expand trainee knowledge of the ATC system exist through visits to surrounding facilities. COTPs need to coordinate and budget funding for these TDYs with the OSS.

3.2.3.1. At a minimum, students should visit the following:

- 3.2.3.1.1. FAA Air Route Traffic Control Center
- 3.2.3.1.2. FAA Terminal Approach Control Facility

3.2.3.2. If the opportunity exists, the following visits should be considered:

- 3.2.3.2.1. Combat Control Group
- 3.2.3.2.2. FAA Flight Check Facility

3.3. Operational Training.

3.3.1. Normal Flow: Trainees are distributed throughout Airfield Operations Flight facilities. Training blocks are established by calendar days, with minimal “time off” allowances for “productivity days”, holidays or other types of “lost” training days. The Chief, Air Traffic Control Training (CATCT), Chief, Airfield Management Training (CAMT) and the COTP will develop officer training guides tailored to meet the needs of the OTP curriculum.

3.3.1.1. Trainees progress through position certifications IAW the facility training OI, Front Load Training, and local Position Certification Guides (PCGs) that include hands-on control of live and simulated air traffic and practical application of operational principles. Position certifications in Local, Approach/Departure and Approach Assist and the 2-week orientation in Airfield Management are required. By the end of each training block, students pass a knowledge and practical test required for them in the training OI.

3.3.1.2. OTP trainees will use each facility’s local PCG for the respective position and will be held to the enlisted 3-level standard for time allowed; however, in terms of quantity of aircraft, the

trainees' certification standard will be four aircraft. This standard will be used even if the PCG block of training requires more than four aircraft in order to move on to the next block. This does not preclude an officer trainee from controlling more than four aircraft, but their standard is four aircraft for certification purposes.

3.3.1.3. Non-radar knowledge will not be covered in OTP. Officers are expected to receive in-depth non-radar training at their first radar duty locations.

3.3.1.4. While at OTP, officer trainees will not be allowed to work unmonitored after obtaining position certifications.

3.3.2. Trainers and monitors will prepare periodic evaluations on officers in operational training at least once per round of shifts or weekly. For officers who take more time obtaining certifications, normal block times and COTP extensions are sufficient to allow them to train to the four aircraft standard. Trainees who cannot meet these standards will be processed for withdrawal from the career field IAW para 3.4. below.

3.3.3. Do not assign additional duties that detract from training.

3.4. Elimination from Training. The OTP training curriculum is designed to provide management training and hands-on, operational certifications in ATC facilities. Students failing to complete a position certification IAW the training OI or failing a block of instruction (e.g., failing practical and/or knowledge test) and a subsequent re-test will be eliminated from training and withdrawn from the career field. While the OTP is geared toward success, the OTP training team must understand that occasionally a student will enter the program without the skills necessary to complete it.

3.4.1. OTP students are not qualified controllers and not subject to withdrawal procedures in AFI 13-203, however, the processes outlined in attachment 5-9 of AFI 13-203 need to be followed; process the officer IAW AFI 36-2101, *Classifying Military Personnel*.

3.4.1.1. Although the AFI 13-203 attachments indicate MAJCOM approval authority, process withdrawal packages through the appropriate MAJCOM, to HQ AFFSA/XA.

3.4.1.2. The COTP will route withdrawal packages through their MAJCOM for review. The MAJCOM will forward their concurrence/non-concurrence to AFFSA along with a complete withdrawal package, including the students AF Form 623.

3.4.2. After AFFSA concurs with action, the MAJCOM forwards withdrawal approval to the COTP who will initiate AF Form 2096 actions and forward the withdrawal request through the squadron commander to Personnel Employment. Personnel Employment monitors the downgrade of AFSCs or the withdrawal of AFSCs, and processes AF Form 2096 actions according to AFCSM 36-699, Volume 1.

3.4.3. Withdraw officer trainees IAW paragraph 4.1.12. of AFI 36-2101, when an officer is eliminated from initial technical training, fails to meet proficiency requirements for upgrade to the qualified AFSC, or is disapproved for continued duty in an AFSC.

3.4.4. The Air Force Career Field Manager (AFFSA/XAR) is the approval authority for removal from the AFSC.

3.4.5. IAW AFI 36-2201, *Developing, Managing, and Conducting Training*, use training status code P when processing paperwork.

3.4.6. Withdrawing an AFSC as a Result of Medical Disqualification. Withdraw an AFSC when an individual is permanently disqualified from performing the duties in the specialty description, or when the medical evaluation reviewing or approving authority recommends retraining based on a medical defect that permanently prevents the individual from being used in the awarded AFSC (AFI 48-123, *Medical Examination and Standards*). This withdrawal category IAW AFI 36-2101, paragraph 4.1.7. includes officer trainees with a validated fear of controlling.

3.4.7. IAW AFI 36-2101, an officer disqualified from an AFSC and who does not possess another AFSC will be designated with either 96D0, Officer Not Available for Use in Awarded AFSC for Cause, or 96U0, Unclassified Officer. Personnel Employment will report circumstances to the MAJ-COM and the losing AFPC assignments team. The assignments team will provide further instructions as necessary. An officer being considered for award for another AFSC must meet the mandatory entry requirements and projected to be assigned or used in the new AFSC.

3.4.8. Failure to complete OTP and subsequent elimination from the Airfield Operations career field should result in reclassification into another AFSC. Authorization to wear the air traffic control badge is revoked upon approval of withdrawal from the career field.

3.5. Classroom Equipment Requirements. In addition to the typical supply requirements (paper, pens, etc), the below listing are the basic classroom requirements necessary to support this program. COTPs will coordinate with their squadrons and request necessary budget requirements to sustain these systems.

3.5.1. Six Computers (Recommended one system per three students, based on average class size of 15 students). The COTP requires a separate system for the COTP office.

3.5.2. Projector and overhead presentation support system.

3.5.3. Copier and Fax machine.

3.5.4. Two printers (one color).

3.5.5. Scanner.

Chapter 4

DISTINGUISHED GRADUATE (DG) RECOGNITION PROGRAM

4.1. Eligibility and Evaluation. To be considered for DG honors, students must earn an average score of 90 percent on management training measurements and a 90 percent average on operational training measurements. In addition to academic achievement and performance skills rankings among the students, use the “whole person” concept to evaluate potential DG candidates. Within the whole person concept, consider the student's performance, officership, duty (training) performance and professional qualities (e.g., character, integrity, leadership, followership and team building). To retain the integrity of the DG recognition program, no more than 10 percent of the class should be selected for DG status. The COTP will coordinate potential DG awards with the CCTLRs and the AOF/CC, then provide recommendations to the squadron commander for approval.

4.2. Recognition. The COTP sends the names of DGs, along with all appropriate information, on a generic AF Form 1256, **Certificate of Training**, to AFFSA/XAR. AFFSA/XAR will complete the AF Form 1256 and obtain the AFFSA/XA signature, then return the certificate to the OTP site.

4.3. Forms Prescribed. N/A.

4.4. Forms Adopted. AF Form 623, **On- the-Job Training Record**; AF Form 1206, Nomination for Award; AF Form 1256, **Certificate of Training** and AF Form 2096, **Classification/On-the-Job Training Action**.

RONALD E. KEYS, Lt General, USAF
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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References******NOTE:***

The following publications are essential for the OTP. This listing does not authorize individual copies, but lists publications that must be available to the COTP. NOTE: The symbol # indicates each student should have a personal copy for study and reference. Students should also have access to the AOF Web.

AFI 10-212, *Air Base Operability*

AFI 10-403, *Deployment Planning*

AFI 10-414, *Requesting and Employing Combat Communications Resources in Peacetime*

AFI 10-707, *Spectrum Interference Resolution Program*

AFI 10-1001, *Civil Aircraft Landing Permits*

AFI 10-1002, *Agreements for Civil Aircraft Use of Air Force Airfields*

AFI 10-1003, *Use of Air Force Installations for Non-Government Business by Civil Air Carriers Participating in the Civil Air Reserve Fleet (CRAF) Program*

AFI 11-201, *Flight Information Publications*

AFI 11-202V3, *General Flight Rules*

AFI 11-204, *Operational Procedures for Aircraft Carrying Hazardous Materials*

AFJMAN 11-208, *The Department of Defense Notice to Airmen (NOTAM) Systems*

AFI 11-209, *Air Force Participation in Aerial Events*

AFI 11-218, *Aircraft Operation and Movement on the Ground*

AFJMAN 11-225, *United States Standard Flight Inspection Manual*

AFJMAN 11-226, *FAA Handbook 8260.3, US Standard for Terminal Instrument Procedures (TERPS)*

AFMAN 11-230, *Instrument Procedures*

AFI 11-290, *Cockpit/Crew Resource Management Program*

AFI 13-201, *Air Force Airspace Management*

#AFI 13-203, *Air Traffic Control*

#AFI 13-204, *Functional Management of Airfield Operations*

AFI 13-207, *Preventing and Resisting Aircraft Piracy (Hijacking) (FOUO)*

AFI 31-209, *The AF Resource Protection Program*

#AFI 13-213, *Airfield Management*

AFMAN 13-215, *ATC Radar Maps and Associated Systems*

AFI 13-216, *Evaluation of Air Traffic Control and Landing Systems (ATCALs)*
#AFI 13-218, *Air Traffic System Evaluation Program*
AFI 32-1042, *Standards for Marking Airfields*
AFI 32-1043, *Managing Aircraft Arresting Systems*
AFI 32-1044, *Visual Air Navigation Systems*
AFI 32-1063, *Electrical Power Systems*
AFI 32-1076, *Design Standards for Visual Air Navigation Facilities*
UFC 3-260-01, *Airfield and Heliport Planning and Design*
AFI 36-1001, *Managing the Civilian Performance Program*
AFI 36-2101, *Classifying Military Personnel (Officers and Airmen)*
AFMAN 36-2105, *Officer Classification*
AFMAN 36-2108, *Airman Classification*
AFI 26-2201, *Developing, Managing, and Conducting Training*
#AFI 36-2210, *Airfield Operations Officer Training Program*
AFMAN 36-2234, *Instructional System Development*
AFI 36-2403, *Enlisted Evaluation System (EES)*
AFI 36-2807, *HQ USAF Deputy Chief of Staff Air and Space Operations Annual Awards Program*
AFI 36-2923, *Aeronautical, Duty and Occupational Badges*
AFMAN 37-123, *Management of Records*
AFMAN 37-126, *Preparing Official Communications*
AFI 37-138, *Records Disposition--Procedures and Responsibilities*
AFMAN 37-139, *Records Disposition Schedule*
AFI 37-161, *Distribution Management*
AFI 48-123, *Medical Examination and Standards*
AFMAN 64-108, *Service Contracts*
AFI 90-201, *Inspector General Activities*
AFI 91-202, *The US Air Force Mishap Prevention Program*
AFI 91-204, *Safety Investigations and Reports*
AFJI 91-206, *Participation in a Military or Civil Aircraft Accident Safety Investigation*
AFPAM 91-212, *Bird Aircraft Strike Hazard (BASH) Management Techniques*

Air Traffic Control Training Series

(See Air Force Index 25 for current listing of ATC training series)

Federal Aviation Regulations

Part 01, *Definitions and Abbreviations*

Part 65, *Certification: Airman Other Than Flight Crew Members*

Part 71, *Designation of Federal Airways, Controlled Airspace, and Reporting Points*

Part 73, *Special-Use Airspace*

Part 77, *Objects Affecting Navigable Airspace*

Part 91, *General Operating and Flight Rules*

Part 93, *Special Air Traffic Rules and Airport Traffic Patterns*

Part 95, *IFR Altitudes*

Part 97, *Standard Instrument Approach Procedures*

Part 105, *Parachute Jumping*

Part 157, *Notice of Construction Alteration, Activation, and Deactivation of Airports*

Part 171, *Non-Federal Navigation Facilities*

FAA Handbooks and Orders

7100.8, *Standard Instrument Departure (SID)*

7100.9, *Standard Terminal Arrival (STAR)*

7110.52, *Suspected Illegal Use of Aircraft*

#7110.65, *Air Traffic Control*

7110.67, *Special Aircraft Operations by Law Enforcement Organizations*

7110.88, *Optimum Descent Procedures*

7130.3, *Holding Pattern Criteria*

7210.3, *Facility Operation and Administration*

7220.1, *Air Traffic Control Certification Procedures*

7340.1, *Contractions*

7350.6, *Location Identifiers*

7400.2, *Procedures for Handling Airspace Matters*

7610.4, *Special Military Operations*

8240.36, *Instructions for Flight Inspection Reporting*

8240.41, *Flight Inspection/Air Traffic Coordination*

8260.19, *Flight Procedures and Airspace*
Aeronautical Information Manual (AIM)

DoD Flight Information Publications

DoD Flight Information Handbook
High and Low Altitude Instrument Approach Procedures
High and Low Altitude Charts
VFR and IFR Supplements
Planning Data and Procedures
Foreign Clearance Guide

Joint Publications

AFDD 12, *Airspace Control*
JPub 3-52, *Doctrine for Joint Airspace Control in the Combat Zone*
JPub 3-10, *Joint Rear Area Operations*
JPub 3-10.1, *JTTP for Base Defense*
JPub 3-56.1, *Command and Control for Joint Air Operations*

Other

Base Airfield Operations Instruction (Local Flying LOP)

Instruction

OTP Lesson Plans

Abbreviations and Acronyms

AFFSA—Air Force Flight Standards Agency
AFI—Air Force Instruction
AFMAN—Air Force Manual
AFREP—Air Force Representative
AFSC—Air Force Specialty Code
AIS—Academic Instructor School (also Aeronautical Information System)
AOB—Airfield Operations Board
AOF—Airfield Operations Flight
ARTCC—Air Route Traffic Control Center

ATC—Air Traffic Control
ATCALs—Air Traffic Control and Landing Systems
ATCS—Air Traffic Control Specialty
ATSEP—Air Traffic System Evaluation Program
BASH—Bird-Aircraft Strike Hazard
CAMT—Chief, Airfield Management Training
CATCT—Chief, Air Traffic Control Training
CCG—Combat Communications Group
CDP—Controller Development Program
CHUM—Chart Updating Manual
COTP—Chief, Officer Training Program
CRM—Crew Resource Management
CSE—Chief, Standardization & Evaluation
CTO—Control Tower Operator
DG—Distinguished Graduate
EES—Enlisted Evaluation System
EMI—Electromagnetic Interference
ESL—Emergency Staffing Level
FAA—Federal Aviation Administration
FAAO—Federal Aviation Administration Order
FBO—Fixed Base Operator
FLIP—Flight Information Publication
FOUO—For Official Use Only
HATR—Hazardous Air Traffic Report
ICAO—International Civil Aviation Organization
IFR—Instrument Flight Rules
JP—Joint Publication
LOA—Letter of Agreement
LOP—Local Operating Procedure
MACA—Midair Collision Avoidance Program
MAJCOM—Major Command
MSAW—Minimum Safe Altitude Warning

NAVAID—Navigational Aid

NOTAM—Notice to Airmen

OPR—Officer Performance Report

ORE—Operational Readiness Exercise

ORI—Operational Readiness Inspection

OTP—Officer Training Program

PAR—Precision Approach Radar

PIDP—Programmable Indicator Data Processor

RAPCON—Radar Approach Control (USAF)

SEI—Special Experience Identifier

TAGS—Theater Air Ground System

TERPS—Terminal Instrument Procedures

TRACON—Terminal Radar Approach Control (FAA)

UTC—Unit Type Code

Attachment 2

MANAGEMENT TRAINING OBJECTIVES

Orientation. The COTP will provide an orientation to the class upon arrival. This is the officers' first introduction to OTP and an opportunity to explain the program. The COTP will brief and/or accomplish the following items throughout the program. Specific attention for prior enlisted controllers that do not require facility certifications is authorized in order to expedite their management training.

Management Projects.

| Subject | Purpose | Description |
|---|---------------------------------|--|
| Officer Assignment System / Officer Evaluation System (OES) | Familiarization and research | Review AMS. Start a Preference Worksheet. Review an open window of available assignments. Review the Career Path Pyramid. Review possible assignment locations. Review OES and the importance of performance feedback and reviewing official records. If possible, conduct an official records review at AFPC. Watch AFPC's OES Promotion Board video. |
| Students Awards & Decorations | Familiarization and research | Review AFPC's official decorations database. Review VMPPF. Using a SURF from the VMPPF, look up past units for Outstanding Unit Awards, campaign ribbons, humanitarian service ribbons, etc. |
| Discipline, grievance systems, EOT. | Familiarization and discussion. | Review the different types of administrative and corrective punishments (LOC, LOR, UCMJ). Review the different types of grievance systems and complaints. All can be augmented by guest speakers or provided solely by guest speakers, to include the First Sergeant, SFS, IG, JAG, ADC, MEO. Using case studies, learn where each guest speaker fits into the scenario, and how each takes on responsibilities for taking action. Discuss the role of the AOF in each scenario. |

| Subject | Purpose | Description |
|--------------------------|---|--|
| Wartime Plans/AEF/UDM/XP | Basic familiarization of the roles and purposes behind the AOF's wartime and peacetime UTC taskings. Understand the AOF's role in ensuring personnel readiness, the EAF/AEF process and during base exercises. Include UDM and XP perspectives. | Review current AEF cycle taskings, and overall AEF cycle concept from the MAJCOM's functional expert(s) for ATC and AM. Explain basic war plan and AEF tasks (may require classified briefing), and if possible, a brief look at each gaining base's wartime/AEF role. Schedule guest speakers from wing or operations plans and the unit's UDM to explain their roles. UDM brief should focus on the flight commander responsibilities to get his/her people ready, and how to manage mobility training and status, short notice taskings, SORTS, ART, etc. Discuss AOF's role in base wartime and readiness exercises to include planning and execution. |
| Flight leadership | Meet flight managers and SNCOs | Guest speakers. Meet all key members of the staff. Briefly discuss who they are, their duties and responsibilities, how they fit into the AOF as an organization, motivation and retention techniques, experiences with mishaps, safety investigation, deployments, HATRs, etc. |
| Budget process | Familiarization with the AOF budgetary process | Review/discuss an AOF Financial Plan (FINPLAN) and it's uses. Augment lessons with guest speakers such as AOF/OSS Resource Advisor or MAJCOM PEM. Research current budget and FINPLAN for OSA and discuss other possible requirements at other AOFs. Develop a FINPLAN based on current budget or one provided by the instructor. |
| Mishap/HATR reporting | Learn mandatory items and practical skills | Write a BBPs describing the process for both a HATR and a MISHAP. Given a 15-minute ATC tape, complete a proper transcript. Review and discuss AOF interactions with controllers, SIB/AIB, ADC, Flt Surgeon, and FAA/NTSB. Given a generic HATR/MISHAP report, write a paper detailing what actions should be taken. |
| AOB/TRB/ATCALS | Learn mandatory items. Practice planning for an AOB/TRB. | Take an unrelated set of minutes and build the next quarter's agenda. Develop presentation for a mock AOB to be held by the students briefing different sections from the agenda. Build minutes based on the mock AOB. Discuss purpose of TRB. Given TRB minutes, write a Talking Paper on items that may be missing or discrepancies. |

| Subject | Purpose | Description |
|----------------------|--|---|
| Manpower Formula | Learn how to calculate earned manpower, ESL, and Review variances in 13E1. | Practice running manpower calculations and ESL for different bases and their operating hours plus open positions. Information provided by 13-203, AFMS 13E1, IFR Supplement, instructor and any MAJCOM 13-203 supplements. Build a presentation describing calculations and results. |
| Incentive Programs | Discuss various effective incentive programs, to include controller/dispatcher of the quarter. | Open discussion on purpose and importance of incentive programs plus examples of some programs (incentive rides, coins, etc). Develop an incentive program OI. Class review of instructions and sharing of ideas. |
| EPRs | Practice writing EPR. Familiarization with EES. | Review EES, feedback, etc. Practice writing EPRs and developing bullets from raw input. Take previous trend observation, follow through on push statements, etc. Practice both good and referral EPRs. Discuss importance of senior raters block and promotion points associated with EPRs. Review feedback for enlisted. Introduce feedbacks and importance of feedback program. |
| Civilian Appraisals | Familiarization with Civilian Appraisal system, feedback, etc. | Complete Civilian Appraisal training via compact disk courseware. This program will cover writing annual evaluations, counseling, annual bonus pay, leave, and pay issues. Pass final exam. |
| Awards & Decorations | Practice writing base quarterly and annual awards, AOF annual awards, and decorations. | Review different formal awards programs. Practice filling an AF Form 1206 and developing strong bullets tailored to the award category. Discuss various award categories from unit level through Air Force levels. Complete a quarterly award package using standard sub categories (self improvement, professional qualities, community involvement, etc). Discuss decorations and promotion points. Discuss appropriate decorations for rank and performance. Create a decoration based on 3 consecutive generic EPRs provided by instructor. |

| Subject | Purpose | Description |
|--------------------|---|--|
| LOP Processing | Know mandatory requirements, review different types of documents, when to use, etc, | Discuss mandatory requirements for LOPs, to include letters of agreement, temporary letters of instruction, operations letters, memorandums of understanding, facility OIs, and base flying instruction. Complete a Bullet Background Paper on types of Letters of Agreement. Review a base flying regulation for compliance with AFI 13-204 and complete a SSS to route/ coordinate document for final signature. |
| ATSEPS/SAVS | Learn purpose and use of 13-218 and ATSEP checklists. | Run portions of some or all ATSEP checklists, with particular focus on the AOM checklist. Know the different write-ups, their implications, response to write-ups, closure authorities and closure process. Present checklist findings using an out brief format and PowerPoint presentation. Include details on findings, why they were findings, and recommended fix actions. |
| CRM | Complete ATM 6. | Complete ATM 6. Additional experiential learning/ team training (role-playing, leadership exercises) can reinforce lessons taught—give ROE to use CRM principles. Complete exam. |
| Airfield Waivers | Learn imaginary surfaces, waiver process and type of airfield waivers. | Complete CD ROMS for Criteria, Standards and Airfield Facilities Course and Airfield Inspections and Maintenance. |
| Flightline Driving | Familiarization with flightline procedures and responsibilities. | Complete flightline driving CD-ROM. |